

AN ORAL HISTORY OF THE WINFIELD DUNN ADMINISTRATION
INTERVIEW WITH
HOWARD WESTHAVER

BY - CHARLES W. CRAWFORD
TRANSCRIBER - TINA ALSTON
ORAL HISTORY RESEARCH OFFICE
MEMPHIS STATE UNIVERSITY

BRISTER LIBRARY

*This book printed
and bound
through a gift
from
Major Ben K.
and Kathleen J. Schultze.*

MISSISSIPPI VALLEY COLLECTION



2569 329 OHT 4/21/92



MEMPHIS STATE UNIVERSITY
LIBRARIES

MVC
JK
5252
1976
W47

UNIVERSITY OF MEMPHIS LIBRARIES



3 2109 00699 0320





Digitized by the Internet Archive
in 2012 with funding from
LYRASIS Members and Sloan Foundation

<http://archive.org/details/oralhxxxxxxxxxx00craw>



AN ORAL HISTORY OF THE WINFIELD DUNN ADMINISTRATION

INTERVIEW WITH HOWARD WESTHAVER

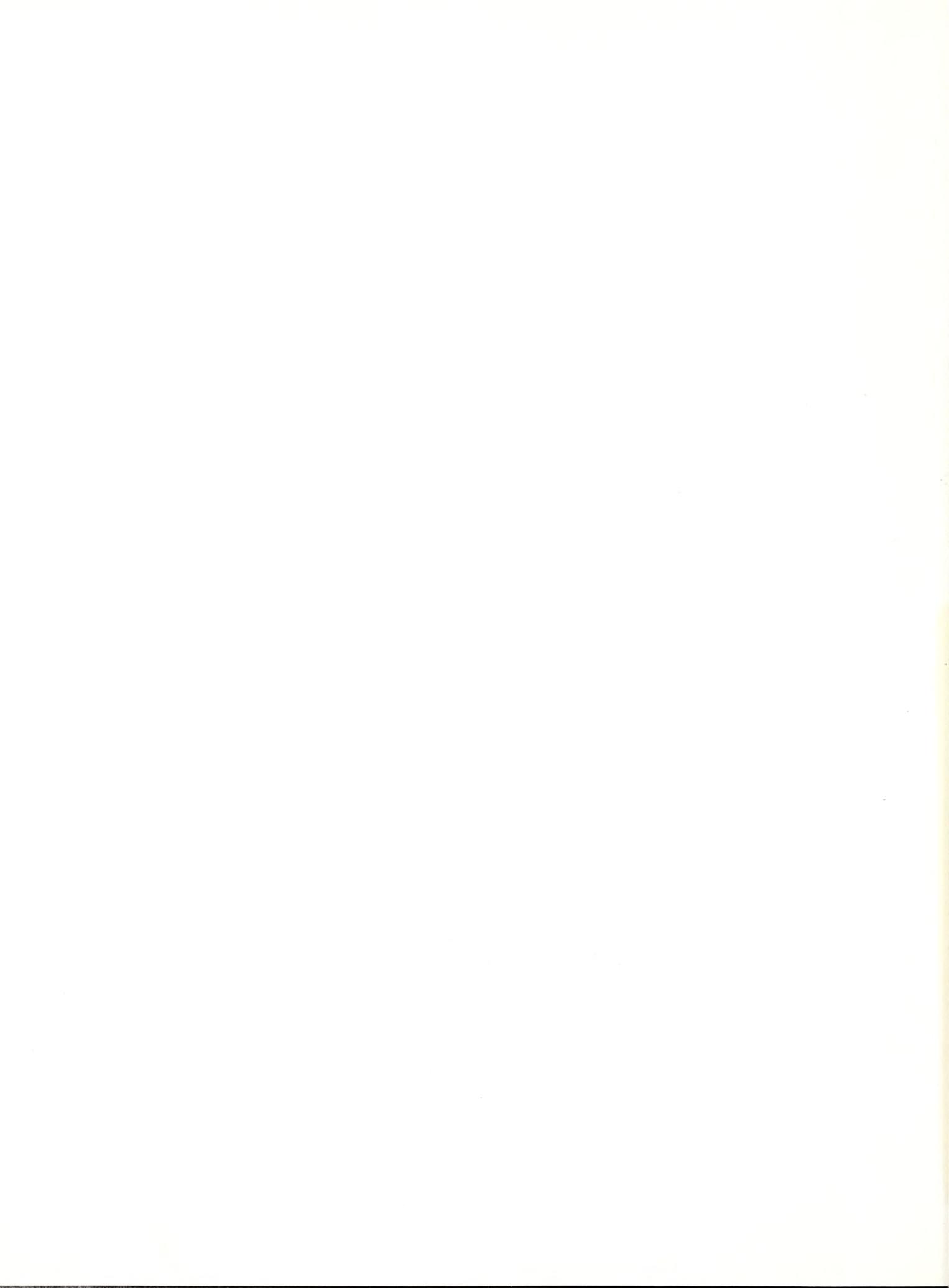
JULY 9, 1976

BY CHARLES W. CRAWFORD

TRANSCRIBER - TINA ALSTON

ORAL HISTORY RESEARCH OFFICE

MEMPHIS STATE UNIVERSITY



MEMPHIS STATE UNIVERSITY

ORAL HISTORY RESEARCH OFFICE

I hereby release all right, title, or interest in and to all of my tape-recorded memoirs to the Mississippi Valley Archives of the John Willard Brister Library of Memphis State University and declare that they may be used without any restriction whatsoever and may be copyrighted and published by the said Archives, which also may assign said copyright and publication rights to serious research scholars.

PLACE Monistown, TN.

DATE July 9, 1976

Edward Stolbauer
(Interviewee)

Chaliff W. Crawford
(For the Mississippi Valley Archives
of the John Willard Brister Library
of Memphis State University)



THIS IS THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY. THIS PROJECT IS "AN ORAL HISTORY OF THE WINFIELD DUNN CAMPAIGN AND ADMINISTRATION." THE PLACE IS MORRISTOWN, TENNESSEE AND THE DATE IS JULY 9, 1976. THE INTERVIEW IS WITH MR. HOWARD WESTHAVER. THE INTERVIEW IS BY DR. CHARLES W. CRAWFORD, DIRECTOR OF THE MEMPHIS STATE ORAL HISTORY RESEARCH OFFICE. TRANSCRIBED BY TINA B. ALSTON. INTERVIEW #1.

DR. CRAWFORD: Mr. Westhaver, I suggest we start by getting some basic background information about you and then we'll go on to your association with Governor Dunn.

MR. WESTHAVER: All right. Well, I was born in Massachusetts in 1914 and lived there for the major portion of my life and educated there as well in public schools and then at Harvard University. Graduated from there, took additional courses at Northeastern University and Yale University. I worked for Bell System in the manufacturing phases of it for quite a few years and until 1957.

DR. CRAWFORD: In 1957.

MR. WESTHAVER: In 1957 I came to Morristown, Tennessee to work for Berkline Corporation, a substantial furniture manufacturing company and I'm presently still



with them in the capacity of Senior Vice-President of operations for all of the locations throughout the country. That's about enough about me, isn't it?

DR. CRAWFORD: I suppose that will get us up to the point which you came into contact first with Winfield Dunn and the gubernatorial campaign in 1970.

MR. WESTHAVER: All right. I've always been very active in community affairs, not so much political but organizations throughout the community and in 1970 was visited by Mr. Lon Price, who's a local automobile dealer, and Winfield Dunn who was then conducting "a fishing expedition" in East Tennessee.

DR. CRAWFORD: What was the name of the man with him, sir?

MR. WESTHAVER: Lon Price.

DR. CRAWFORD: Do you remember the date of this meeting?

MR. WESTHAVER: Other than it was early spring.

DR. CRAWFORD: Of 1970.

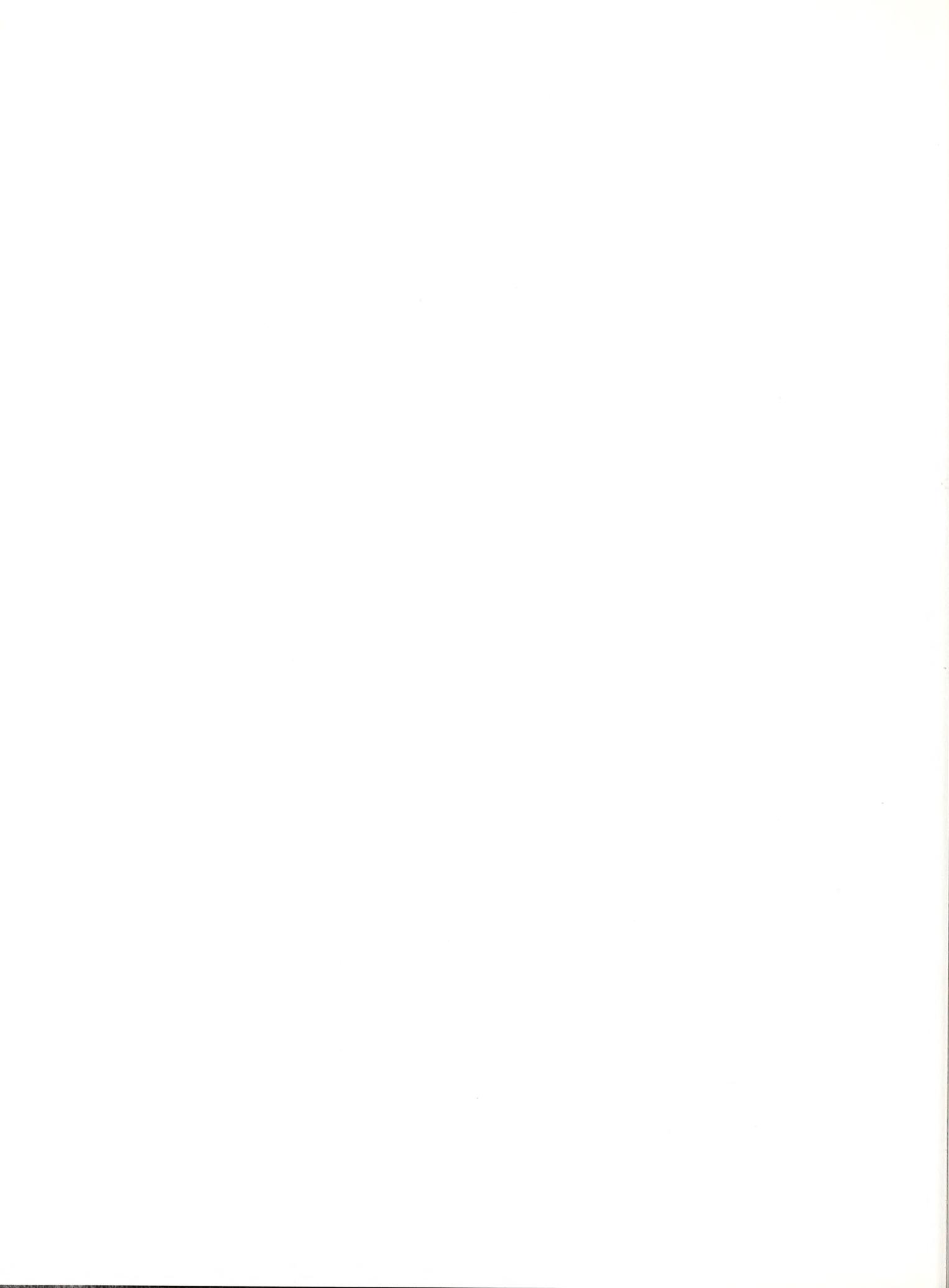
MR. WESTHAVER: Nineteen seventy. And Winfield Dunn had been seriously considering the possibility of running for governor but he did want to get a sounding of the people's attitude to him in East Tennessee. In particular he saw since while East Tennessee might be strongly Republican, facts are that we hadn't had a Republican governor in this state for at least 50 years. I spent some time with Winfield in the office, talked to him. He gave me some of his ideas and his thoughts and he seemed, well he was very impressionable to me. I mean he



was really a fine person and made an excellent presentation. It just so happened on that particular day, the industrial group of the community consisting of executives from many of the major manufacturing plants, was having its weekly luncheon. So we invited him to attend, to give him an opportunity to meet some of the people and maybe talk to them if he so desired and let them ask questions if they so desired. He went there and I might say that there [are some] very strong Democrats in that particular group.

He made an excellent presentation there in an informal basis and he certainly had the ready answers with the result that I think even some of those died-in-the-wool Democrats were slightly converted even at that time. I know subsequently during the campaign they were very supportive of him.

Later on, well no, I should say he came up to the house too, along with Skeet Jones whom you will be talking to, Bill "Skeet" Jones, and discussed the possibility of my participation in his campaign. I indicated that I would think it over and let him know. In the meantime, there was a dinner in town--a little bit later--and it was attended by many Republicans and leading citizens and he along with some other perspective candidates or possible candidates--some of them unannounced--were there. He had an opportunity to meet my wife again and some other people and if there had been any doubt in my own mind at that time, my wife made the decision. She said that we were going to work for him--and we certainly did. And that was an attitude actually of many people in town because he did make that impression. He made a marvelous



impression on the people.

DR. CRAWFORD: Had you ever worked in a political campaign before, Mr. Westhaver?

MR. WESTHAVER: Not to this extent. I did in the local ones here. And I think back in, must have been 1940 when Wendell Willkie ran, I was then in New England. He was running for president and I supported him and was active in his campaign in Connecticut. Obviously he didn't win anyway, but I thought he was a very fine candidate.

DR. CRAWFORD: What motivated you to make this decision to support Winfield Dunn? Now was it something about what he stood for or was it the person himself?

MR. WESTHAVER: It was a combination. I think initially he was a very good talker, a very convincing man. And we didn't discuss tremendous political issues but many of the things that good citizens are interested in and he seemed to have an interest in those areas, and then his personality. I felt that of the people who might be going to run--some had not announced--in any of the parties I felt that he was probably the one that stood the best chance to win and besides I felt he would make an excellent governor.

There were others in there. I mean, I have to say Bill Jenkins here who is out of Rogersville was a very fine man. I had known Bill for several years for his work in the Legislature here but I felt that Bill had a stronger future in the Legislature than going into the governorship at that time. I felt that possibly a term or two later he might run for it. Subsequently he



became involved in TVA and that clinched that from then on. He's pretty well set. But from that point on I just became involved in the Hamblen County area which was in the First Congressional District.

People in Knoxville and counties were doing a very fine job and they were well organized. There you have a fairly cosmopolitan area, here you don't. You have smaller communities and cities, we'd say Kingsport and Johnson City about the larger ones in this area up to Bristol and there most of our work was spent on that in getting support there. As he made his tours through the areas, Skeet Jones and myself went in practically every one of them. [We] worked with him, Skeet handling being his campaign manager and me being in finance. Financial problems were not too difficult really. It wasn't hard at all to get money here for him because like everything else you would like to have money, but it wasn't a difficult at all.

DR. CRAWFORD: Did you set your budget or did that come from state headquarters?

MR. WESTHAVER: State headquarters set the budget from this area--I have forgotten exactly what that budget was. We pretty much complied with the budget, but we also set up one of our own for because of the same time in that particular year we were having other legislators running for positions such as the local representative and local state senator and so forth. The headquarters that we engaged downtown for the campaign itself, they all participated in it. And so you find yourself not only in the financial end for Winfield Dunn, but really for the financial end for the Republican Party in this area.



DR. CRAWFORD: Did you set the categories in which you would spend the money, that is so much money for television or so much for printing--or was that recommended for you also?

MR. WESTHAVER: No, that was recommended for us also and really that was actually carried out more by the state organization and the Knoxville organization than here. See, we had no major television stations right in this area. So Knoxville handled all of that. And ours was newspaper publicity and dinners--fund raising dinners--and cook-outs and things of that sort.

DR. CRAWFORD: How did you raise the money for the campaign?

MR. WESTHAVER: Well, the biggest areas of course would be coming from the business complex and you get more money in those areas and those were the principal ones.

DR. CRAWFORD: Did you prepare the list of people to approach yourself?

MR. WESTHAVER: Yes, three or four of us became involved and prepared lists of whom we would contact. The areas around here is simple because we practically know everybody by first name and in their business and it was not a difficult job here. In the outlying districts where you don't have any large businesses or things of that sort, or where you have company policies--where that's not permissible--why that was a little bit



more door-to-door or friend-to-friend calling than anything else.

DR. CRAWFORD: Do you remember what your largest contributions were?

MR. WESTHAVER: From this area I know of some of them.

DR. CRAWFORD: Were they from businesses or industries?

MR. WESTHAVER: Business and industry. Our company was, for example, vitally interested in Winfield Dunn.

Again, he had been here as had his wife, through the office area particularly and there were voluntary contributions there that was just as easy as anything to get and the same thing applied in other areas. As far as you say small voluntary contributions but they all add up in the big pie. But the business people did contribute very substantially--very substantially one way or another.

DR. CRAWFORD: I believe that you came out with a balanced budget for the First District, didn't you?

MR. WESTHAVER: Yes, we came out. Well, we finally did. We came out, I think, we were about \$500 short as it got close to the end, but that suddenly--well, we didn't finally have any difficulty getting that--we came out with a balanced budget.

DR. CRAWFORD: By that time it was easier to raise?

MR. WESTHAVER: Oh yes! It was no problem at all there.

DR. CRAWFORD: Did you notice any change as time went on?

Did you notice ease in raising money later or earlier in the campaign?

MR. WESTHAVER: Oh as the campaign went on and Winfield became better known now this is during the campaign,



it was extremely easy. Initially going back to the time that we had him for lunch--and that was his initial time when he had not announced that he would run but on his "fishing expedition"--as I glanced around the table with those people who were there I figured we'd get some support but not too much. But as it progressed and he became better known it became a little bit easier and easier and easier and once the whole campaign started running it was never a situation of real concern. I mean we might at one time be in the red for a day or two or three, but then we'd be matched in the black a few days later.

DR. CRAWFORD: Do you remember what the state headquarters did give you for the First District budget?

MR. WESTHAVER: No, I do not know exactly. It was high.

[I] mean we shook at it. I mean we got scared stiff at it. It was well in the five figures. It was not in the six figures; it was in the five figures.

DR. CRAWFORD: Do you remember who gave that budget to you? That was during the primary, I believe, from the Memphis headquarters.

MR. WESTHAVER: Yes, I hate to say this but his first name was Bill and he was an undertaker over there. He was a very successful man in Memphis.

DR. CRAWFORD: I know the man that you mean and I'll get the last name.

MR. WESTHAVER: Very successful man and not a young man. He was--really in meeting him initially when we met in Nashville at one time and this was very early in the cam-



paign, he seemed to be the honcho in the whole thing. I mean there were a lot of people there--fine people--representing some very good influence and very good sources of finances but he seemed to be the honcho in the whole thing.

DR. CRAWFORD: I believe that Betty only required two things out of any campaign, one that he not go into debt but keep the budget balanced, and secondly that he not fly in airplanes with just one motor.

MR. WESTHAVER: Yeah, she particularly didn't like that. And of course, Winfield is an accomplished pilot himself anyway. But whether she liked it or not he flew a couple of times in single motors and I'm not sure that she. . . She might not have known it.

DR. CRAWFORD: Well, it's very difficult to get around the state to all the places you have to without a lot of different kinds of transportation.

MR. WESTHAVER: In fact, I remember there was one incident where Betty and Muffet who stayed at the house with us overnight had to get some place and they flew out of Morristown with Eldon Bryant flying them and I know Eldon only had single engine planes. That was Mrs. Brock; she was here too.

DR. CRAWFORD: How did you plan his time when he was in Hamblen County?

MR. WESTHAVER: With difficulty. We finally had to set up schedules, let us say, as best we could.

When he was going from say in the county, also into the outlying



counties, where we were with him as well, why they had these rallies in here and there. We had some difficulty in scheduling the time. I think Skeet probably had more problems than I did on that, but we had telephone communications all times. As I recall I have a telephone in my car then just to make sure. His aides would make calls and [Skeet] would more or less schedule or keep people advised as to how late we were running. I don't ever recall that we ever ran ahead of schedule.

DR. CRAWFORD: You were usually a little behind I believe.

MR. WESTHAVER: Yes, because well, actually he would--and it's probably true with all campaigns--but with him he would become so involved with the people and not only make his presentation but he was very difficult to keep up with him and because he would be with one group shaking hands here and going, going, going. He kept you on your toes. Time wasn't as important to him, it would seem, that is, if you looked at him you'd think he had all the time in the world when he was talking to somebody. You were in your boots shaking there because you knew 15 minutes from now you had to be 30 miles away. And that wasn't an easy thing.

DR. CRAWFORD: I think the staff members were usually the ones who worried in case they were behind.

MR. WESTHAVER: O they worried!! They were on the phone all the time, one communicating with the other.

DR. CRAWFORD: What changes did you see as the campaign went on? For example, when he came for the "fishing expedition" how did he travel?

MR. WESTHAVER: He traveled by car. But now he might have



traveled by car out of Knoxville. He came in town here by car, not by plane.

DR. CRAWFORD: Do you remember about when that meeting was?

MR. WESTHAVER: No, I have to say it's in the spring of the year. I don't remember exactly.

DR. CRAWFORD: But before he announced?

MR. WESTHAVER: Yes, that was before he announced. It was, I would say, it was no more than a month and no less than two weeks before he announced. Now if you can pinpoint that into a date--it was on a Thursday that he was here--that is his first visit.

DR. CRAWFORD: What about your budget throughout the campaign? Did he keep it as it was or did he revise it along the way to make use of other advertising and new ideas that came up?

MR. WESTHAVER: We revised it probably a little but not too much. Our budget was fairly constant there.

There were a few times that the state headquarters needed a little more money and that was sometimes difficult though they would ask for some to conduct some specific campaign or some specific event. But we came out. I think we met all our obligations and I believe there's still \$11 in the bank. I don't know what it's doing down there, but I believe it's still there.

DR. CRAWFORD: I believe that was a pattern over all. I think most districts ended up with a little extra money.



MR. WESTHAVER: What did happen in some of these areas, well we'll take some of the smaller communities in this section--Granger County. They needed money and we did, let's say, take out of our what we more or less thought was our budget here, but we did have a responsibility there too so we furnished them some tremendous amounts.

DR. CRAWFORD: What do you remember about the breakdown of the budget in the items for which you planned spending? How did you use most of it?

MR. WESTHAVER: The largest portion of it was used in newspaper and radio here. Now Knoxville I know had a lot more television, but they had that under control.

DR. CRAWFORD: Did you have television stations in Hamblen County?

MR. WESTHAVER: The only television station we have is one on the cable and I think we provided some advertising for that to a small extent because it does reach a limited amount of people. The radio is best here.

DR. CRAWFORD: In your opinion, Mr. Westhaver, which of these forms of advertising was most successful, the newspaper, radio or television?

MR. WESTHAVER: Well, I would have to say--bearing in mind now that we did not control the television from here--I would say a television is your most effective. 'Cause we got the television, I mean, being Knoxville stations why we got that. I'd say that was the most effective. But from our means and media, I'd say the radio was.



DR. CRAWFORD: Who produced the radio programs for you?

Did they come already taped?

MR. WESTHAVER: They came taped.

DR. CRAWFORD: Did you make any effort to find which of these methods was most successful? Did you do any polling on any basis?

MR. WESTHAVER: No, no we did not. We did not here.

DR. CRAWFORD: What kind of headquarters did he maintain?

MR. WESTHAVER: He had a store downtown right in one of the principal corners of town--actually the corner of Main Street and Cumberland. In fact, it was a store rented to us by a Knoxville company who had been leasing that area. I can't remember the name of the company other than the fact that he's in the dress business and very successful in Knoxville--has a chain of several stores.

DR. CRAWFORD: So your expenses went mainly for advertising, and your office, and overhead didn't consume a great deal of that?

MR. WESTHAVER: No.

DR. CRAWFORD: Did you try any mailing or telephoning campaigns anytime?

MR. WESTHAVER: Yes, yes, they did that. That was another group of--women really did that. They handled that. There was a women's organization here as part of the group and in the campaign itself. It involved Dorothy Clawson, Judy Blackburn and many others--many others. And they



principally manned the headquarters as well.

DR. CRAWFORD: Did you handle all the details yourself or did you appoint a finance committee?

MR. WESTHAVER: There was a finance committee as such. It consisted of Lon Price, Wayne Smith, I believe, John Bible was on it and there were some others and of course, Skeet was part of it anyway.

DR. CRAWFORD: How did the Governor follow up with these contributors--people that you did get to give money? Did he thank them personally or by letter or by what method?

MR. WESTHAVER: Both I'd say as far as we were concerned. He did both by letter and not everybody by letter a lot of it by contact--personal contact--when he would be here and some by letter I'm sure.

DR. CRAWFORD: Did you find the sense of loyalty to him after the campaign was over on the part of contributors?

MR. WESTHAVER: Yes, again speaking from here, yes. There were some--as always happens--there are some people that might not be satisfied with some of the things that might have happened. But from the standpoint of loyalty I think most of it still exists--or a lot of it still exists. There are a few issues here that have been a little bit difficult but. . .

DR. CRAWFORD: Now the regional prison issue gave some trouble in the area?

MR. WESTHAVER: That is the thing that I would say gave him and would give him the most difficulty.

DR. CRAWFORD: Did it give him more difficulty in this county than the Eleven West?

MR. WESTHAVER: Yes, gave more difficulty, yeah.

DR. CRAWFORD: And more than the Johnson City medical school?

MR. WESTHAVER: That I'd say was the second problem. That was the second problem I feel. Of course, I happened to back him up on both of them. I feel that his decision-- his observation of it was correct. I think as far as the prison issue is concerned, it is the only issue that probably he and I had a difference of opinion. Not on the matter of the prison, but on the way it was handled.

DR. CRAWFORD: You mean without much consultation with the community first?

MR. WESTHAVER: There was no consultation with the community and that was disastrous and that was something that I told him.

DR. CRAWFORD: That's very hard to defend, isn't it?

MR. WESTHAVER: Because while there might have been some, unbeknowns to myself or a few others, it was practically--I think it was on a Friday it might have started on Thursday really aggressively--but it was announced, the first announcement I knew of it, and most of the people attending knew of it, was at a Kiwanis Club meeting. The Commissioner (was it Yates or Yearing?) [Mark Luttrell] anyway the Commissioner announced it here and it was almost an accomplished fact as far as the announcement was made. Very little expression was given to



the justification of it at. . . Well, you can't do it at a 20-minute service club meeting.

That hit the newspapers on Sunday and it was . . .

Well, I'll say it was like a bloody Monday. It was a terrible thing and I had talked to him and suggested initially that we not push it so fast but go through an educational period as to what the correctional or rehabilitation center means. I am familiar with it.

I know we--my family--my daughter particularly and her husband lived in Connecticut and there is one in the town in which they were living at the time. There was actually excellent communication and association between those and the community as a whole. But it was brought about from a well--a training, an education of getting people to know a little bit more about it.

Now they might have been more receptive up there to the principle anyway than they were here, but there, the objection was fantastic. We did ask that we try to hold it up a bit, but still go ahead with the concept and I feel that in time it would be accepted. But no, it is not accepted--not even today.

DR. CRAWFORD: Do you feel most of the objection was to having the prison itself or the way in which it was handled?

MR. WESTHAVER: Well, I feel in the first place if they hadn't called it a prison but called it exactly what it was, which was a rehabilitation center was one thing. I think if it was sold on that basis, but it was not, it was sold as a prison. That, I think, was the serious situation. I think the



people could have been persuaded. There was some question about the land transaction--that is the specific part that they bought at that time--and they made a big issue out of that.

They made an issue of real false stories of things that might happen: that you'd be bringing criminals in here, they would be displacing people in industry and they were going to have live-ins there, or visitation so to speak with wives or whatever. Those things just pyramided and yet no such plan had ever been--I don't imagine it had been discussed at that point in time. I mean that was reaching a conclusion with something that hadn't really been thought of.

As far as industry is concerned I knew very firmly what our opinion of it would be and that is we would very definitely hire the available employees in this community. When we reached that point, we might give them an opportunity to work part-time, but they would never at any time displace one of our employees. I felt strongly--and it was not I think pushed enough--that the fact that we had Walters State Community College here which would afford us an opportunity to help in the rehabilitation of these young people. But that isn't the way it was carried about in the particular newspapers and things.

DR. CRAWFORD: What has happened to the land since then?

MR. WESTHAVER: It is still there.

DR. CRAWFORD: Unused now?

MR. WESTHAVER: Unused. The building had, they continued to work on the building in spite of the fact that they were not going to. When I say they said they were not



going to, they said it would be slowed down. They continued to work on it and they have now stopped. It's not completed.

DR. CRAWFORD: What would you guess the future will be of that?

MR. WESTHAVER: I really don't know. I'm sort of trying to push the thing as a city/county jail. We need a new one. I mean the one we have is deplorable--the county jail is deplorable and the city one isn't any better. The problem there is to get the county and the city to talk to each other on that sort of thing, because you'd get into administrative problems. The thought of it being part of Walters State Community College--that of course is up to the administration to determine. I think it is a mistake.

DR. CRAWFORD: It is not very close to you.

MR. WESTHAVER: No, it's you are paying from a practical stand point, you are paying a fantastic amount of money per square foot for a building. If you were to take that building and convert it so that it could be adaptable for teaching purposes, it's just not there. So you'd have to modify it and I don't know as anybody's put down what the cost of actual modification of it would be. The cost of land, I think they've come to an agreement on that. In fact, a bond issue has been involved in that. Well, it has to have an overhead bridge over the interstate or there will be when it's completed.

The cost is fantastic. There's too much in it. What can we do with it? I don't know. If we could as I say, if we could get the state, I mean the city and county to agree on something, it could be used. I'm not sure that it would be of any benefit to



the Walters College. At this point if the community college continues to expand, and it is doing that and it's growth grows in that direction which is across the highway, but we are talking years ahead and therefore you have all that money tied up giving no return and no benefit whatsoever for something that's probably ten or fifteen years away. That comes pretty costly!

DR. CRAWFORD: That's a long time ahead to plan.

MR. WESTHAVER: Yes, and those schools have problems planning ahead five years. I've been involved with Walters State Community College to a great extent right from the construction part of it. What Dr. Campbell now and a year ago anticipated would be his attendance this year is ridiculous. It is ridiculously low. I mean it's high--so much higher than it was than he had forecasted. And certainly it was done with very good information too.

I think there are probably some people who felt more could have been done for the highway system of East Tennessee or Upper East Tennessee during his term. They might be right, but I think there was more done in the highway system in Upper East Tennessee during his term. Whether they had been planned four administrations back I have no idea, but there was more done than had been done in some time, in my time here. There were more plans in the hopper because I had spent some time with Commissioner Smith and am reasonably familiar with construction and know that just because someone says I want a road there that they just don't start tomorrow. There's a lot of planning to be done and I think he has made plans--or at least to my satisfaction he had--of some real highway construction here in this section of the state that

takes time. People sometimes unfamiliar with that are not patient with it at all. On the other hand, there were some things in Memphis they probably got a road or two sooner. Well maybe that is a part of politics, I don't know, but maybe it was in the hopper a long time previously. But then some in this area of East Tennessee thought that he favored them. Well, I can't say that. I can't say that he did a disservice to this area by any means!

DR. CRAWFORD: It was rather slow getting the highway system finished. The medical school I suppose was the more direct problem.

MR. WESTHAVER: Yes, and I know that it hurt in some of the counties. It was and he had some fairly strong feelings about it.

DR. CRAWFORD: Well, I think he also did about the prison system, didn't he?

MR. WESTHAVER: He had very strong feelings.

DR. CRAWFORD: What was best for the state?

MR. WESTHAVER: Well, I can remember one instance, I don't know if that should go on there or not, but I can remember one instance that I was in Nashville for a Tennessee Manufacturers Association meeting which they have every other February. And Mr. Bud Abbott, who is operations manager of American Inca, and I went in to see the Governor. Well, at that time the prison was still a main subject. Well, Mr. Abbott had never met the Governor at the time and I thought, well, we had some idle time there and we'd just drop up and see if we could get to see



because someone says I want a road there that they just don't start tomorrow. There's a lot of planning to be done and I think he has made plans--or at least to my satisfaction he had--of some real highway construction here in this section of the state that takes time. People sometimes unfamiliar with that are not patient with it at all. On the other hand, there were some things in Memphis they probably got a road or two sooner. Well maybe that is a part of politics, I don't know, but maybe it was in the hopper a long time previously. But then some in this area of East Tennessee thought that he favored them. Well, I can't say that. I can't say that he did a disservice to this area by any means!

DR. CRAWFORD: It was rather slow getting the highway system finished. The medical school I suppose was the more direct problem.

MR. WESTHAVER: Yes, and I know that it hurt in some of the counties. It was and he had some fairly strong feelings about it.

DR. CRAWFORD: Well, I think he also did about the prison system, didn't he?

MR. WESTHAVER: He had very strong feelings.

DR. CRAWFORD: What was best for the state?

MR. WESTHAVER: Well, I can remember one instance, I don't know if that should go on there or not, but I can remember one instance that I was in Nashville for a Tennessee Manufacturers Association meeting which they have every other February. And Mr. Bud Abbott, who is operations manager of American



Inca, and I went in to see the Governor. Well, at that time the prison was still a main subject. Well, Mr. Abbott had never met the Governor at the time and I thought, well, we had some idle time there and we'd just drop up and see if we could get to see him. Well, we were very fortunate. I mean we got in there practically immediately. And after the usual greeting of, "Hello, how are you? Sit down." He just put his hand very firmly down on his desk and said, "Howard, if you are here to discuss the prison, we are going to build that prison." And the fact of the matter is that was what Mr. Abbott was there to discuss because it is closer to his area of work than it is ours.

DR. CRAWFORD: Well, of course, the Governor had been troubled too with that situation with Brushy Mountain and he saw a need to close it over there.

MR. WESTHAVER: Yes, and I had never been there but certainly what I've read of it and everything else I think there were several reasons why it should have been closed. And this seemed to be a much more economical approach anyway, a more modern approach.

DR. CRAWFORD: During Winfield Dunn's administration as governor, Mr. Westhaver, how did it seem to develop to you? Do you think it got better as it went along or get into more trouble?

MR. WESTHAVER: I think as a governor he got better but he seemed to get in probably a little more difficulty on a political basis with certain I mean factors started to build up. There were things he couldn't do that the people thought that he should do. Now I'm talking about things maybe that were an advantage to



their own areas or certainly to their own thoughts. I think that he generated some anti-Winfield feelings there, but he never has with me, even with the prison thing and telling me he was going to build it and wouldn't wait. His principle was still right.

DR. CRAWFORD: Well, of course, he learned a lot being Governor since there is not training for it. He learned on the job. I suppose many of the things that came up if he had had at the beginning, the experience he had afterwards or did later, he could have missed some of it.

MR. WESTHAVER: From a personality standpoint he would get very enthusiastic about something. Rightfully so. I mean the subject matter would be very good and get very enthusiastic about it and he'd probably, you know, well that's something that we ought to get started on right away.

Well, you can be presented with dozens of ideas and two-thirds of them are excellent and before you know it you're up over your head. And then you're creating--you then get to the point where you have to make decisions, "Yea" and "Nay", which in turn could have brought about some difficulty.

I was extremely disappointed in the last Republican election in that where his candidate, Lamar Alexander, did not carry West Tennessee to the extent that he should have--he didn't carry West Tennessee. And yet I would have thought up to that time that Winfield's influence would pretty much bring out a better result and it didn't. And so to me along the line he lost something--with some people.

DR. CRAWFORD: Well, when you're in office of course, if you



do things, some people are going to be unhappy and he certainly did things.

MR. WESTHAVER: In fact, I would rather see the fellow do something and be right in his judgment--have him do something than just do nothing at all.

DR. CRAWFORD: Well, he certainly was not a governor.

MR. WESTHAVER: He sure wasn't!

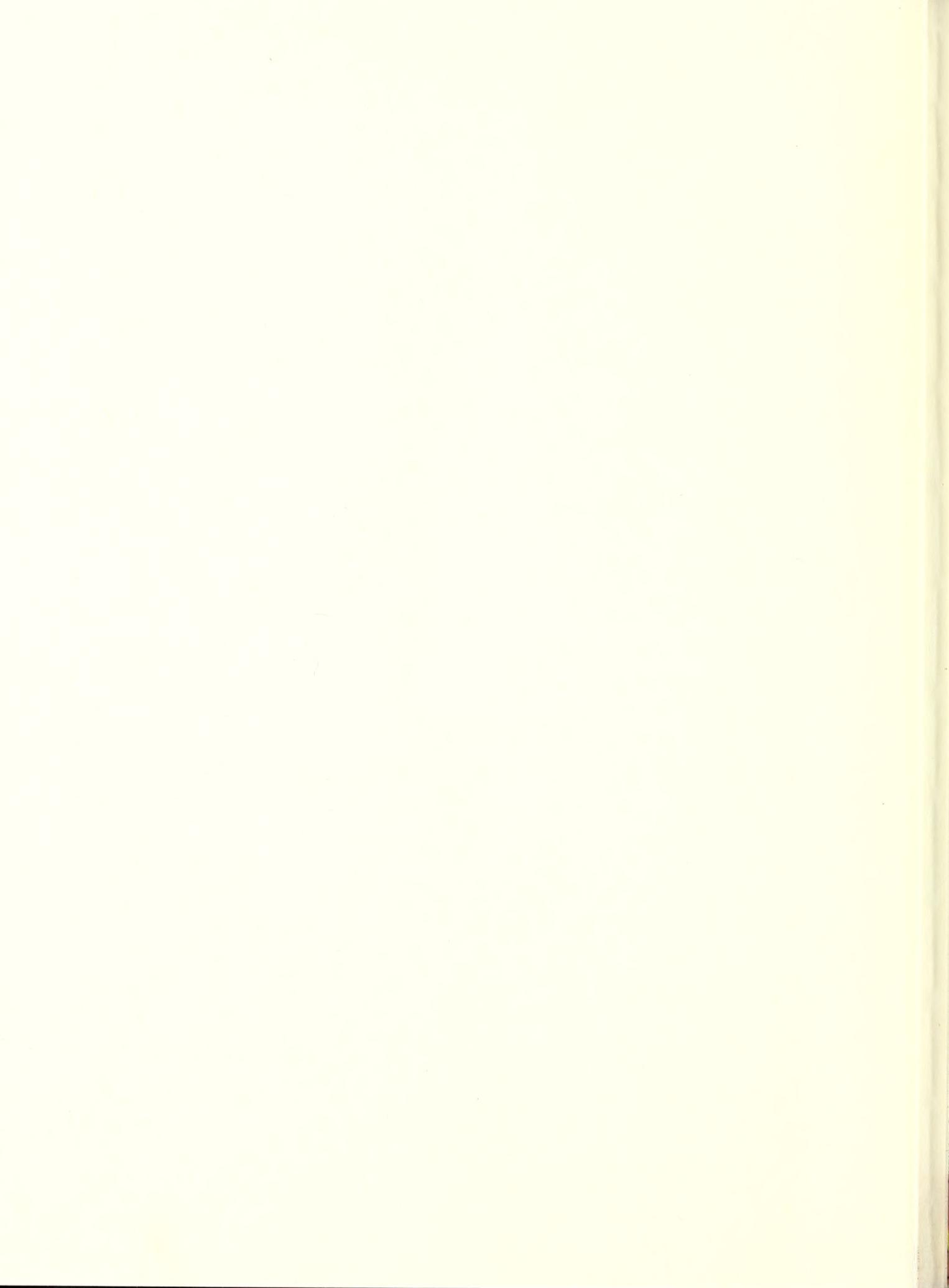
DR. CRAWFORD: Mr. Westhaver, what have we left out that you'd like to include in this record. I know that it's time for you to go.

MR. WESTHAVER: No, that's perfectly all right. Well, one of the things is that I feel I do want to, I have to say this, I certainly appreciate the fact that he did appoint me as trustee of the University of Tennessee to fulfill the term or complete the term of the late Senator Walters. The Senator was a very close personal friend of mine--very close for a good many years, he and his family, his wife. And even though we might have been in different political parties, we certainly were very close otherwise. Now the Governor did appoint and give me that appointment and I've always said it's probably the biggest honor that I have ever had in my life. And that I thank him for. That I thank him for.

DR. CRAWFORD: Thank you sir.









HECKMAN
BINDERY INC.

OCT 88

N. MANCHESTER,
INDIANA 46962

